

Results for the Year Ended March 2020 and Forecasts for the Year Ending March 2021

May 8, 2020

Mitsubishi Corporation

(Forward-Looking Statements)

- This release contains forward-looking statements about Mitsubishi Corporation's future plans, strategies, beliefs and performance that are not historical facts. Such statements are based on the company's assumptions and beliefs in light of competitive, financial and economic data currently available and are subject to a number of risks, uncertainties and assumptions that, without limitation, relate to world economic conditions, exchange rates and commodity prices.
- Accordingly, Mitsubishi Corporation wishes to caution readers that actual results may differ materially from those projected in this release and that Mitsubishi Corporation bears no responsibility for any negative impact caused by the use of this release.

(Notes Regarding These Presentation Materials)

- Consolidated net income in this presentation shows the amount of net income attributable to owners of the Parent, excluding non-controlling interests.

Results for the Year Ended March 2020 and Forecasts for the Year Ending March 2021

| (Billion Yen) | Year ended March 2019 | Year ended March 2020 | Fluctuation | Forecasts for the year ended March 2020 (Released Nov. 6) | Fluctuation | Forecasts for the year ending March 2021 |
|--------------------------------|-----------------------|-----------------------|---------------|---|--------------|---|
| Consolidated Net Income | 590.7 | 535.4 | (55.3) | 520.0 | +15.4 | To be released as soon as COVID-19 countermeasures and their effects have been examined |
| Business-related sector | 344.2 | 320.4 | (23.8) | 358.0 | (37.6) | To be released as soon as COVID-19 countermeasures and their effects have been examined |
| Market-related sector* | 232.5 | 199.0 | (33.5) | 143.0 | +56.0 | |
| Annual dividend per share | 125 yen | 132 yen | +7 yen | 132 yen | ±0 yen | 134 yen |

* Market-related sector includes North American shale gas and E&P in Natural Gas segment, Mineral Resource business except for trading and business incubation in Mineral Resource segment, and Ships (commercial vessels) in Industrial Infrastructure segment.

<Takeaways of results for the year ended March 2020>

(Billion Yen)

◎ Earnings decreased 55.3 billion yen year-over-year.

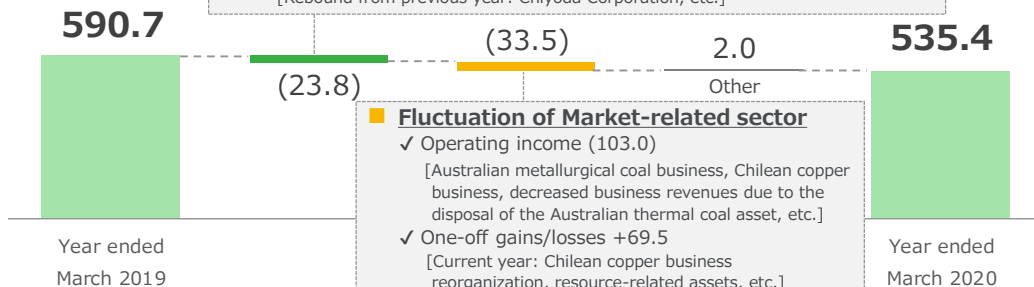
- In the Business-related sector, despite the rebound from one-off losses in the previous year, net income decreased mainly due to lower operating income in the Automotive-related business, the LNG-related business, and the Petrochemicals business, etc.
- In the Market-related sector, despite the one-off gains due to the reorganization of the Chilean copper business, net income decreased mainly due to lower operating income in the Australian metallurgical coal business and the Chilean copper business, decreased business revenues due to the disposal of the Australian thermal coal asset, etc.

■ Fluctuation of Business-related sector

- ✓ Operating income (101.8)
[Automotive-related business, LNG-related business, Petrochemicals business, etc.]
- ✓ One-off gains/losses +78.0
[Rebound from previous year: Chiyoda Corporation, etc.]

■ Fluctuation of Market-related sector

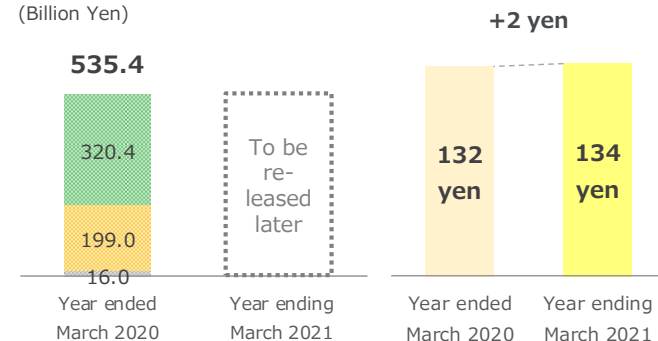
- ✓ Operating income (103.0)
[Australian metallurgical coal business, Chilean copper business, decreased business revenues due to the disposal of the Australian thermal coal asset, etc.]
- ✓ One-off gains/losses +69.5
[Current year: Chilean copper business reorganization, resource-related assets, etc.]



<Forecasts for the year ending March 2021>

- ◎ Earnings forecasts for the year ending March 2021 will be released as soon as COVID-19 countermeasures and their effects have been examined, since it is difficult to determine a reasonable estimate at this time.
- ◎ Annual dividend is forecasted to be 134 yen based on the progress of the share repurchase, aligned with the progressive dividend plan in the midterm strategy.

(Billion Yen)



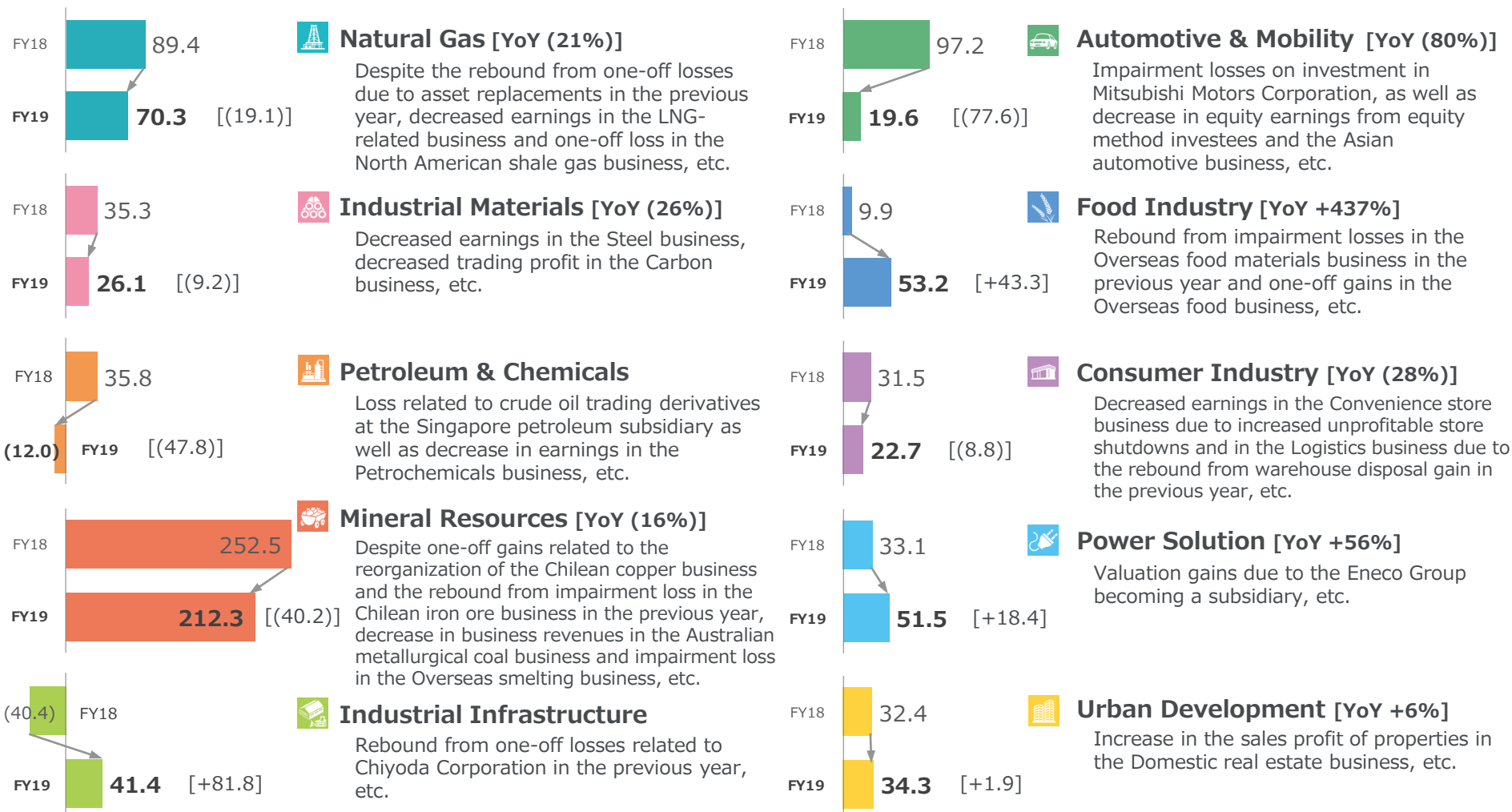
Year-over-Year Segment Net Income

Consolidated Net Income : Year ended March 2019 (FY18): 590.7

(Billion Yen)

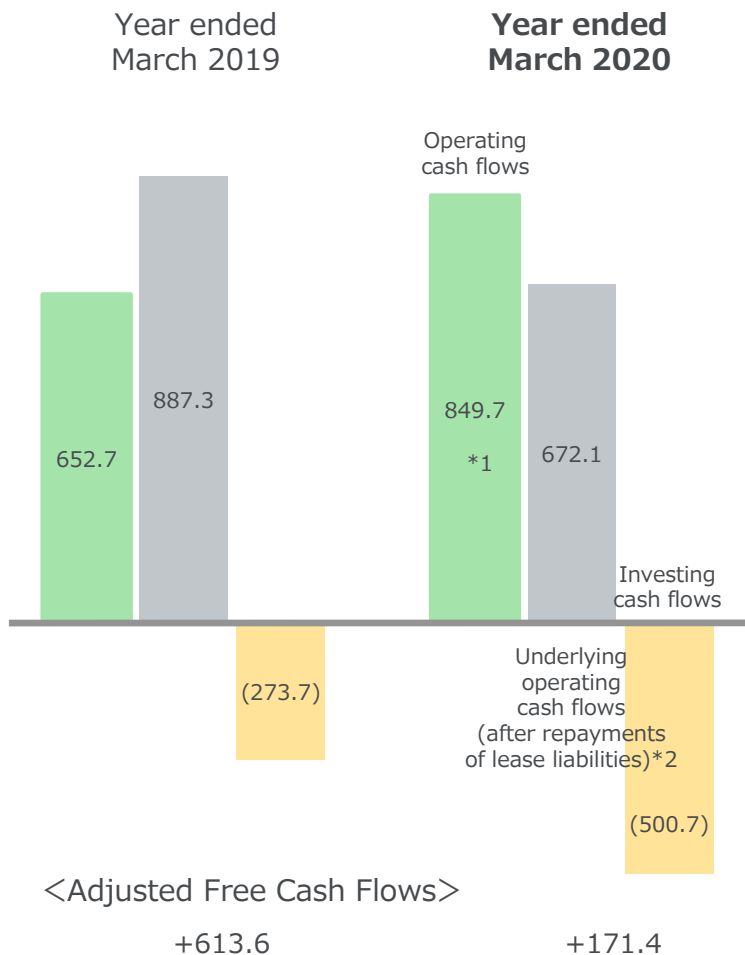
Year ended March 2020 (FY19): 535.4

[YoY (55.3)]



Cash Flows

In order to present the source of funds for future investments and shareholder returns appropriately, “Adjusted Free Cash Flows” is introduced, which is free cash flows excluding changes in working capitals whilst including repayments of lease liabilities which are necessary in the ordinary course of business activities.



[Breakdown of cash flows]

(Billion Yen)

| Year ended March 2020 | Underlying operating cash flows (after repayments of lease liabilities) | Investing CF | | | Adjusted Free Cash Flows |
|-----------------------|---|----------------------------|----------------------|---------|--------------------------|
| | | New/Sustaining Investments | Sales and Collection | Net | |
| Year ended March 2020 | 672.1 | (1,051.4) | 550.7 | (500.7) | 171.4 |

[Main items included in Investing CF for the year ended March 2020]











| New/Sustaining Investments | Sales and Collection |
|--|---|
| <ul style="list-style-type: none"> Eneco Group (Power Solution) Chiyoda Corporation preferred stock (Industrial Infrastructure) Copper business (Mineral Resources) Australian metallurgical coal business (Mineral Resources) Convenience store business (Consumer Industry) LNG-related business (Natural Gas) | <ul style="list-style-type: none"> Overseas power business (Power Solution) Australian thermal coal interest (Mineral Resources) North American real estate business (Urban Development) Listed stocks (Food Industry/Consumer Industry/Other) Time deposits (Other) |

*1 Due to adoption of IFRS16, repayments of lease liabilities for the year ended March 2020 (276.2 billion yen) are not included.

*2 Underlying operating cash flows (after repayments of lease liabilities) :
Operating cash flows excluding changes in working capitals
(=Net income (including non-controlling interests) – DD&A – profits and losses related to investing activities – equity in earnings of affiliated companies not recovered through dividends – allowance for bad debt etc. – deferred tax)
whilst including repayments of lease liabilities

Business Impacts of COVID-19 Influence and Earning Forecasts

- ✓ Earnings forecasts for the year ending March 2021 will be released later since it is difficult to determine a reasonable estimate at this time, as the duration of the impact of COVID-19 cannot currently be estimated.
- ✓ Earnings forecasts for the year ending March 2021 will be released as soon as COVID-19 countermeasures and their effects have been examined in each business area.
- ✓ Main factors influencing businesses in the business groups assumed at this moment are shown below.

| Main factors influencing each business area | |
|---|--|
| Market decline | <ul style="list-style-type: none">  Natural Gas Decline of LNG sales prices linked to crude oil prices. There is a half-year time lag until crude oil prices are reflected in price results.  Mineral Resources Mineral resource demand and prices are declining, but are expected to normalize, along with mining operations, when the impact of COVID-19 subsides. |
| Decrease in demand | <ul style="list-style-type: none"> • Groups subject to larger impact: Impacts stemming from worldwide transportation restriction and decrease in demand due to lockdowns are larger <ul style="list-style-type: none">  Automotive & Mobility Worldwide stagnant demand for automobiles (decrease of unit sales, lower production, factory closures). Cost reduction and sales promotion after impact of COVID-19 subsidies to be examined.  Industrial Infrastructure Possibility of delay in plant construction progress, stagnant demand in rental business, etc. Countermeasures to minimize these impacts to be examined.  Industrial Materials Decrease in demand for steel products etc. However, assumed to recover as economic recovery progresses since these are fundamental industrial materials. • Groups subject to limited impact: Relatively stable due to demand related to lifelines <ul style="list-style-type: none">  Consumer Industry Amid impacts of decrease in transaction volume of tires etc., lifeline-related businesses such as supermarkets (selling daily necessities) are solid.  Food Industry Despite overall decrease in transaction volumes, limited level of decrease assumed, as food is the major product handled.  Petroleum & Chemicals Decrease in petroleum and petrochemical product demand. However, demand for product groups related to daily necessities such as food packaging and synthetic fiber assumed to recover as the impact of COVID-19 subsides. |
| Decline in investing | <ul style="list-style-type: none">  Urban Development Possibility of delay of divestiture progress of residences and commercial facilities, etc. On the other hand, tenant demands for data centers and logistic facilities are solid.  Power Solution Possibility of delay of construction and divestiture progress of power assets. However, power business itself should have limited impact in terms of earnings as it has an aspect of a lifeline. |

(Reference) Market Conditions

[Foreign Exchange, Commodity Prices and Interest Rates]

| | Year ended March 2020 | Assumption (range) for the year ending March 2021* | Fluctuation | Consolidated Net Income Sensitivities for the year ending March 2021 [For crude oil and copper price, preliminary sensitivities at this time are shown for reference, since there is a possibility of significant revision due to changes in production levels etc.] |
|--|--------------------------|---|------------------------------------|--|
| Foreign Exchange (YEN/US\$) | 108.71 | 110.00 | +1.29 | Depreciation/appreciation of 1 yen per US\$1 has a 2.5 billion yen positive/negative impact on a full-year earnings. |
| Crude Oil Price (Dubai) (US\$/BBL) | 65 | 35 - 45 [Apr.-Sep. 2020: : 20 - 30] | (30) - (20) | A US\$1 rise/decline per barrel increases/reduces full-year earnings by 2.5 billion yen. To better account for the differences in fiscal year-ends of consolidated companies and the timing when crude oil price is actually reflected in LNG sales price, the average price for the preceding 6 month period (e.g. For the year ending March: average price from Oct. to Sep.) is utilized. In addition to changes in crude oil price, other factors could also affect crude oil-related earnings, such as dividend policy, foreign currency movements, and production/sales volume. Therefore, the impact on earnings cannot be determined by the crude oil price alone. |
| Copper Price (US\$/MT) [US ¢/lb] | 5,858 [266] | 4,850 - 5,500 [220 - 250] | (1,008) - (358) [(46) - (16)] | A US\$100 rise/decline per MT increases/reduces full-year earnings by 1.1 - 1.2 billion yen (A US¢10 rise/decline per lb increases/reduces full-year earnings by 2.4 - 2.7 billion yen). In addition to changes in copper price, other variables affect earnings from copper mines, such as the grade of mined ore, the status of production operations, and reinvestment plans (capital expenditure). Therefore, the impact on earnings cannot be determined by the copper price alone. |
| YEN Interest TIBOR 3M (%) | 0.07 | 0.10 | +0.03 | The effect of rising interest rates is mostly offset by an increase in operating and investment profits. However, a rapid rise in interest rates could have a temporary negative effect. |
| US\$ Interest LIBOR 3M (%) | 2.04 | 0.80 | (1.24) | |

* The annual average are shown for the assumption (range) for the year.